#### Macquarie Bank Limited ABN 46 008 583 542

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11 May 2005

United States Securities and Exchange Commission 450 Fifth Street, N.W. Washington D.C. 20549 United States of America



MACQUARIE BANK

Dear Sir/Madam

#### Macquarie Bank Limited (File Number 82-34740) documents for lodgement

Please find relevant documents for Macquarie Bank Limited for lodgement to satisfy the requirements of Rule 12g3-2(b).

Yours sincerely

Dennis Leong
Company Secretary

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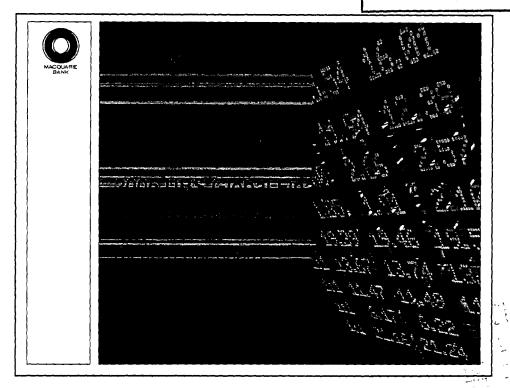
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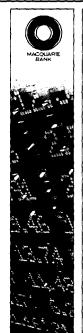
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Document furnished to United States Securities and Exchange Commission by Macquarie Bank Limited.

File Number: 82-34740





#### Disclaimer

This material has been prepared for professional investors.

The firm preparing this report has not taken into account any customer's particular investment objectives, financial resources or other relevant circumstances and the opinions and recommendations herein are not intended to represent recommendations of particular investments to particular customers. All securities transactions involve risks, which include (among others) the risk of adverse or unanticipated market, financial or political developments and, in international transactions, currency risk. Due care and attention has been used in the preparation of forecast information. However, actual results may vary from forecasts and any variation may be materially positive or negative. Forecasts, by their very nature, are subject to uncertainty and contingencies many of which are outside the control of Macquarie Bank Limited (Macquarie).



### Agenda

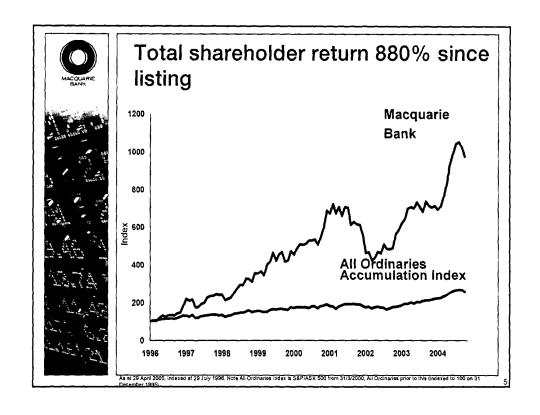
- 1. Macquarie overview
- 2. The broad strategy
- 3. Looking ahead

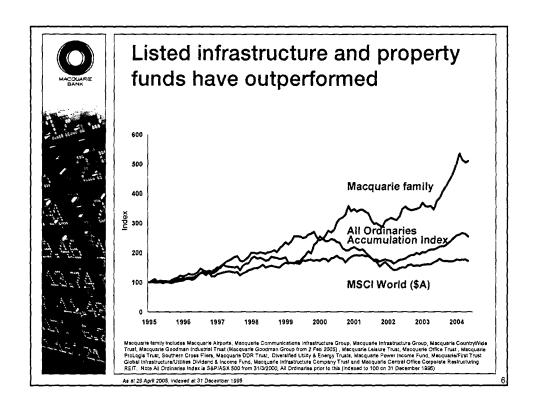


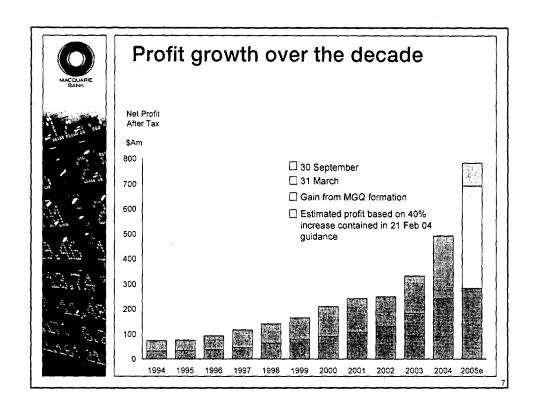
### A diversified financial institution

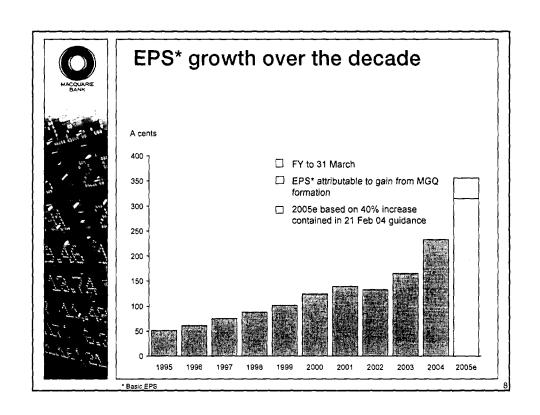
- → Established 1969, banking licence since 1985
- → 1996 ASX listing
- → Today over 6,500 employees in 23 countries
- → Assets under management ~ \$A89 billion
- → Compound annual growth over decade:
  - → Revenue ~ 22%
  - → NPAT ~ 21%
  - → Basic EPS ~ 17%
- → Ratings
  - → Moody's Investors Service ~ P1/A2 (Positive)
  - → Standard & Poors ~ A1/A (Stable)
  - → Fitch Ratings ~ F1/A+ (Stable)

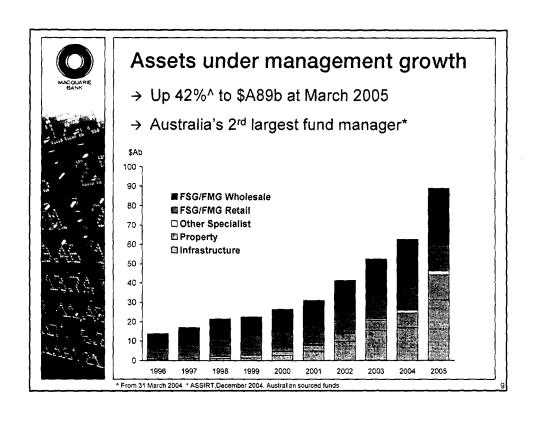
Assets under management at 31 March 2005, Compound annual growth full-year March 1994 to March 2004.

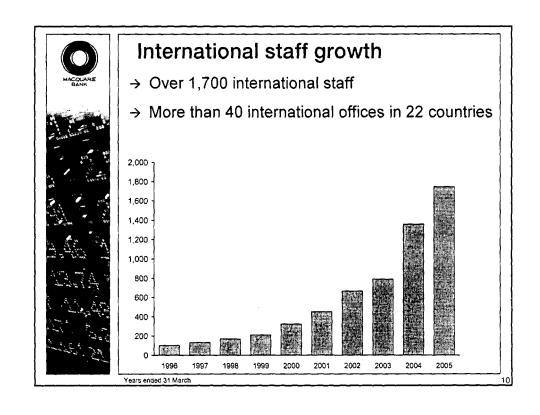


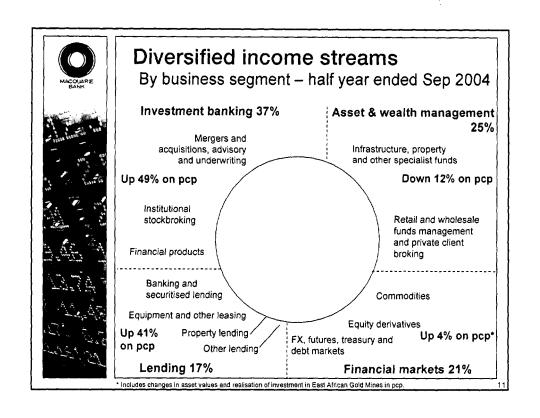


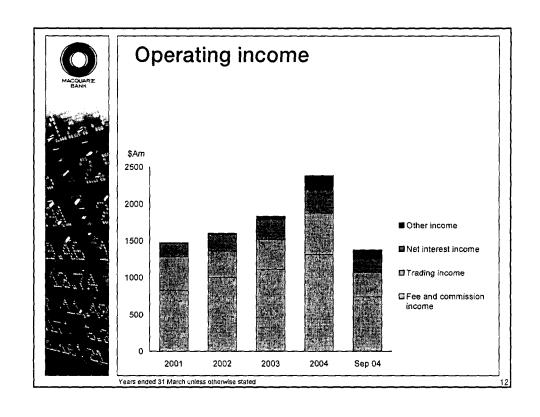


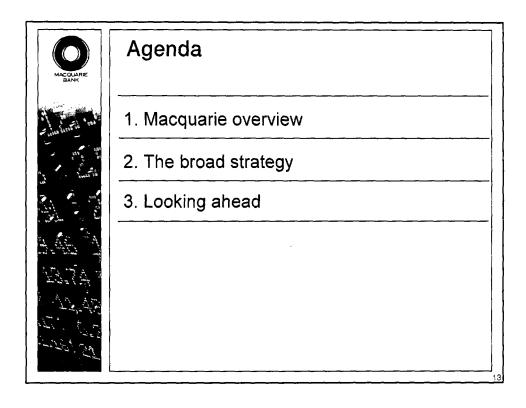


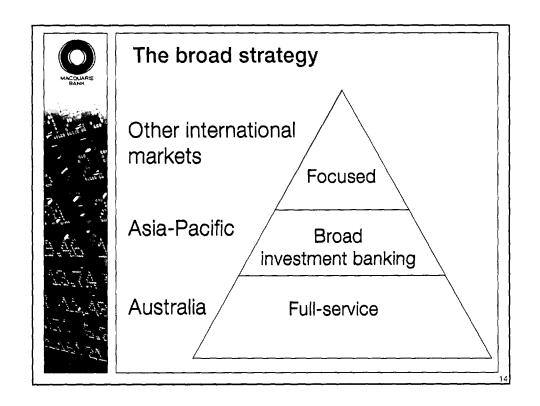


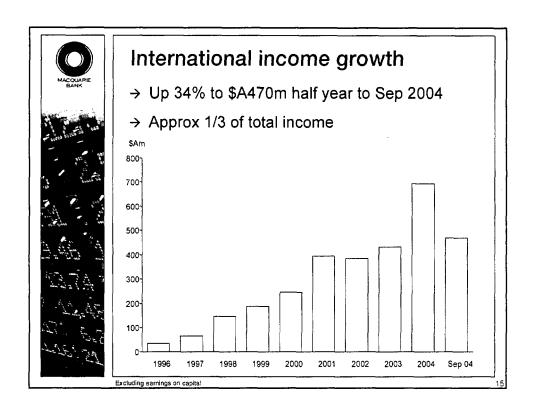


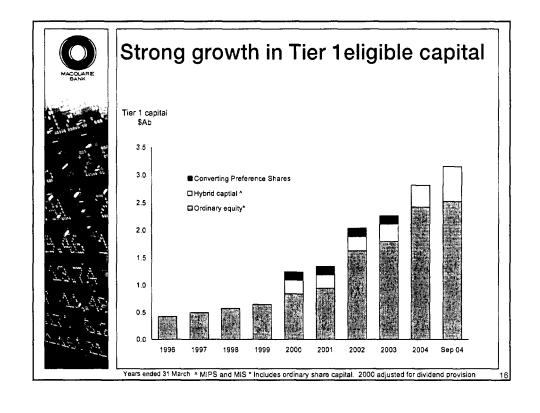


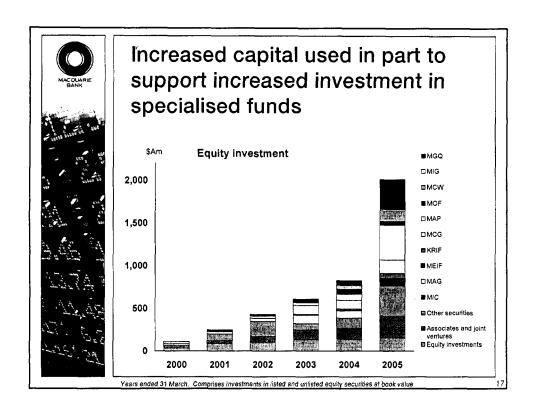


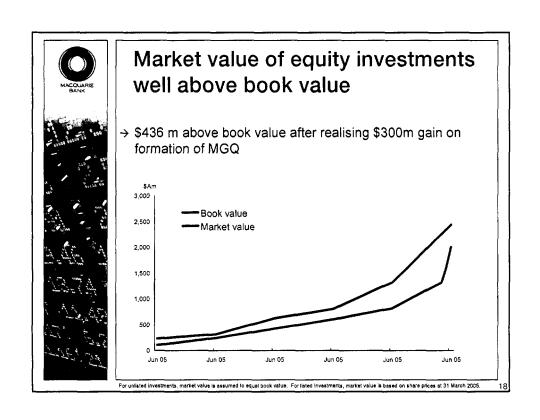














#### Many initiatives in recent years to deliver on the broad strategy

- → Capital growth
- → Growth in funds under management
- → Major investments in staff expansion, training and retention
- → International expansion
- → Australian and New Zealand retail financial services
- → Acquisitions to supplement organic growth strategy:
  - → BT Investment Bank
  - → ING Asian cash equity business
  - → Retail broking teams
  - → Specialist teams

Refer attachments for strategic initiatives over past 12 months

Broad investment banking in Asia-Pacific Tokyo

→ Corporate finance & advisory

→ Infrastructure asset mgt

→ Property finance & advisory → Corporate finance & advisory
→ Infrastructure finance & advisory
→ Property finance & advisory

→ Corporate finance & advisory Leasing
Equity derivatives and structured products
Institutional stockbroking & research Infrastructure funds mat Property funds mgt Securities funds mgt Commodity derivatives → Financial products Futures broking
Financial markets derivatives
Leasing
Equity derivatives and structured produ → Corporate finance a aur.

→ Property finance & advisory Corporate finance & advisory Institutional stockbroking & research Institutional stockbroking Tianjin Financial products → Property funds mgt
 → Property development Shanghai Property finance & advisory
 Property development
 Research Hong Kong Corporate finance & advisory
 Property finance & advisory
 Property funds mgt
 Commodity derivatives
 Cross border leasing Kuala Lumpur → Corporate finance & advisor → Research Equity derivatives and structured products Institutional stockbroking & research Financial products Corporate finance & advisory Institutional stockbroking & research Labuan → Financial products Bangkok & Manila Institutional stockbroking & Auckland Full service → Retail financial services & advisory
 → Securities funds mgt Singapore → Corporate finance & advisory
→ Leasing
→ Equity derivatives and structured

→ Retail financial services & advisory
→ Institutional stockbroking & research
Christchurch

Christchurch
→ Retail financial services & advisory

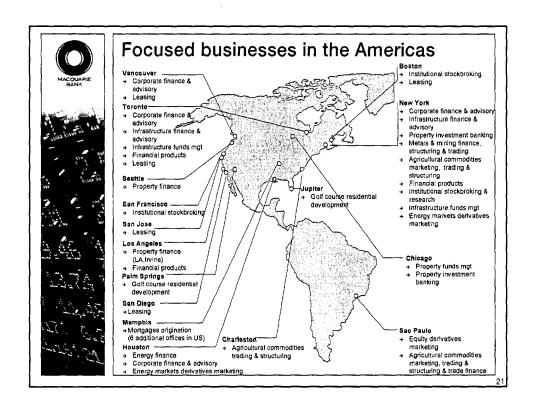
Wellington

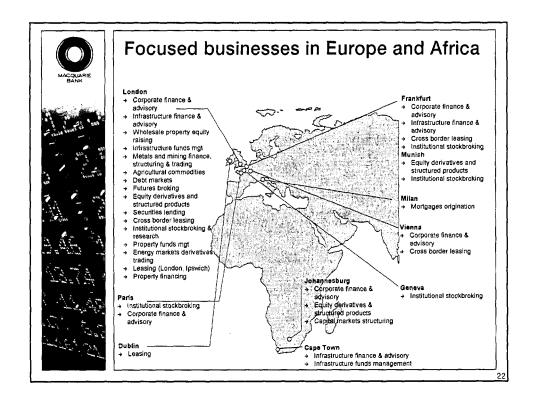
products

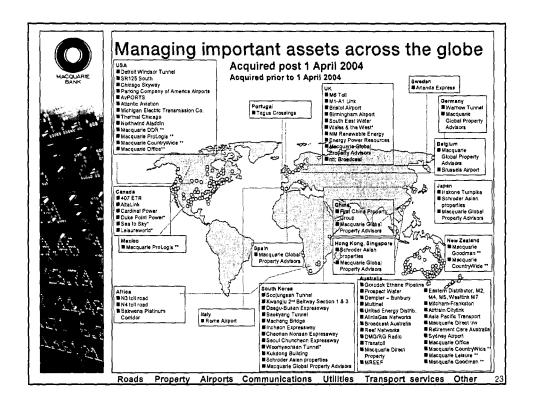
Institutional stockbroking & research Financial products

→ Securities runos riigit
 → Corporate finance & advisory
 → Leasing
 → Institutional stockbroking &

research Financial products



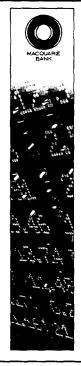






# Key features of Macquarie's approach - focus on people

- → Devoted substantial resources to developing, hiring, retention, remuneration and other staff practices since inception in 1969
- → Now being supplemented by increased effort to support growing international staff
- → Results:
  - → Very high retention levels among middle to senior management
  - → Lower than average industry turnover amongst staff
  - → Increased success in attracting talent outside Australia



## Key features of Macquarie's approach - remuneration

- → Staff incentivised to make a difference and develop businesses
- → Consistent approach to remuneration:
  - → Formula-driven profit share system has applied since inception
  - → Aligns interests of staff and shareholders
- Retention and deferral arrangements encourage long term commitment
- → A sense of ownership through employee equity participation
  - → Staff hold 4.5% of fully paid shares, approx. 16% including options

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# Key features of Macquarie's approach - risk management

- → Risk management is top priority for all senior managers
- → Strong risk management systems and culture
- → Conservative capital policy
- → New initiative build on existing competencies or are developed with partners
- → Risk commitments generally start small
- → Increased resources being devoted internationally



# Key features of Macquarie's approach - risk management

- → Particular controls and standards in offshore offices include:
  - → Strong local management
  - → Frequent senior management visits
  - → Frequents internal audit reviews
  - → Mix of experienced and new staff
  - → Central oversight of risk management\centralised payment and settlement control

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### Agenda

- 1. Macquarie overview
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#### 2005 opportunities

Investment Banking:

- → Continuing focus on developing new, innovative funds
  - → Macquarie Capital Alliance Group \$1b IPO
  - → Proposed \$S750m Singapore Infrastructure Fund
  - → Other potential new funds Resources, media
- → Asian investment banking business expansion continuing
  - → Strong growth expected in stockbroking operation
  - → Asian ECM progress encouraging
  - → Korean M&A and non-infrastructure business
  - → Joint venture with Thai Military Bank
- → North America opportunities for Macquarie Infrastructure Company and continued growth in infrastructure advisory business
- → Continue to pursue opportunities across Europe
- → Macquarie Securities
  - → Consolidating strong position in the Australian market
  - → India greenfield operation; potential JVs in select markets

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#### 2005 opportunities

Treasury and Commodities:

- → US businesses: energy, commodities
- ightarrow Joint venture with Abu Dhabi Commercial Bank

Banking and Property:

- → Leveraging LPT experience into the Asian REIT market
- → Expansion of mortgage business in US and Italy Equity Markets:
- → Increased Asian focus enhanced product issuance across region
- → Hedge funds business with strong focus on the Australasian region

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### 2005 opportunities

#### Financial Services:

- → Exploit market share gains of recent years
- → Continued expansion of product range
- → Enhancement of WRAP platform capabilities

#### Funds Management:

→ Growth opportunities in both Australia and internationally

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#### Year ended March 2005

- → 2005 full year result and 2006 outlook to be announced in Sydney 17 May 2005
- → In February we stated:
  - → Expected at least 40% increase in NPAT for the year to 31 March 2004 on the previous year
  - → Excludes the effects of the gain which has been brought to account as a result of the formation of the Macquarie Goodman Group
  - → Reflects the significant number of transactions completed by the Bank over the year and generally buoyant trading conditions

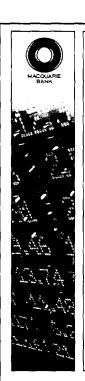


### Medium term factors

- → The Bank continues to be well placed due to:
  - → Good businesses
  - → Diversification
  - → Committed quality staff
  - → Effective prudential controls
  - → Increased scale
  - → Strong capital position
  - → Strategic initiatives of recent years

Refer attachments for further detail regarding swing factors

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#### **Attachments**



## Major strategic achievements – Asia

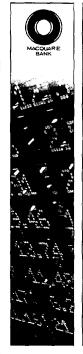
- → Macquarie Securities Asia (ING) already profitable and growing
- → Asia-wide investment banking capability completed \$US530m SM Investments Corporation IPO, largest raising in Philippines' history
- → Malaysian stock broking licence one of only five to be awarded to foreign firms
- → Expansion of structured equity offering products over Korean, Taiwanese, Singaporean and Japanese markets
- Korean securities funds management JV AUM (Macquarie share) up 62% to \$A3.5b
- → Post balance date:
  - → Thai Military Bank joint venture stockbroking and investment banking
  - → Macquarie International Infrastructure Fund proposed IPO on Singapore stock exchange

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## Major strategic achievements – Europe and the Middle East

- → Macquarie European Infrastructure Fund established
  - → Seed assets South East Water and Arlanda Express
  - → Subsequent acquisitions Wales and the West, 10% Brussels International Airport, Energy Power Resources
- → Brussels International Airport Company 70% acquired by MAP-led consortium for €735m
- → NTL:Broadcast UK acquired by MCG-led consortium for £1.3b
- → Macquarie Global Property Advisers managing \$US1.9b of assets in Europe and Asia and growing
- → Novera Macquarie Renewable Energy JV one of the largest renewable energy portfolios in UK, total value £121m
- → Energy Markets global service headquartered in London, significantly increased contribution
- → Agricultural commodities structured products London business established
- → Post balance date: Treasury and commodities Abu Dhabi JV



### Major strategic achievements – the Americas

- → Macquarie Infrastructure Company (MIC) \$US535m IPO, New York Stock Exchange
- Chicago Skyway acquired by MIG-Cintra consortium for \$US1.8b
- Macquarie Property and JV partners acquired \$US5.5b of property including
  - → MCW with Regency Centers \$US2.8b portfolio of US shopping centres
  - → MOF takeover of \$A1.3b Principal America Office Trust
- → Macquarie Power Income Fund (MPT) \$C212m IPO, Toronto Stock Exchange
- Leisureworld Canadian aged care provider acquired for \$C528m, intended transfer to Macquarie-managed fund
- → No.1 for overall research/sales quality in Australian equities\*
- → Commodities growth strong growth in cotton and oil and gas financing; energy derivatives teams established in NY and Houston

\*Greenwik

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## Major strategic achievements – Australia & New Zealand

- → ConnectEast Group, supported by Macquarie Bank, Thiess, John Holland – awarded 39-year concession for Mitcham-Frankston Project; \$A1.1b IPO
- → Macquarie Goodman Group (MGQ) merger of MGI and MGM to form Australia's largest industrial property group
- Diversified Utility and Energy Trusts (joint venture with AMP Capital) – \$A664m raised, consortium with Alinta and Alcoa acquired Dampier to Bunbury Natural Gas Pipeline for \$A1.9b
- → Regional radio acquired 92 stations in 45 regional markets
- → Macquarie Private Capital Group \$A107m IPO



# Major strategic achievements – Australia & New Zealand

- → Launched integrated hedge funds business
- → CMT exceeded \$A10b; WRAP exceeded \$A14b
- → Margin lending rapid growth, up 47%
- → New Zealand wealth management business acquired 49% of Brook Asset Management and other expansion
- → No. 2 broker by ASX market share 2004 calendar year, No. 1 first quarter 2005
- → Post balance date:
  - → Macquarie Capital Alliance Group \$A1b IPO

